

27 March 1952

JOB DESCRIPTIONS - GENERAL SUPPORT UNIT

As an Administrative Officer in the General Support Unit of the Administrative Staff (Special) I undertake the study and preparation of coordinated resolutions of covert administrative problems which have been referred to the AS(S) or are matters of internal AS(S) concern. I receive work assignments either by oral direction from the Chief of the General Support Unit or the Chief of the Administrative Staff (Special), or in writing in the form of memoranda which are referred to the Administrative Staff (Special) for study. I analyze the problem involved in the particular assignment, outline a proposed method of attack, review existing material pertinent to the problem, familiarize myself with Agency and other regulatory material bearing on the problem, interview with both policy-making and administrative officials of the Agency who are or may be concerned with the problem under study, and finally prepare an appropriate written document. It may take the form of recommendation for the publication of an Agency notice or revision of Agency regulatory material. It may take the form of a recommendation for further study by some other unit of the Agency. It may be policy, procedure or administrative standard in nature. It may provide the direct basis for policy making at the levels of the ADDA(s), DD/A and occasionally the DCI. Recommendations are usually adopted as Agency policy or procedure, with occasional modification. Sensitivity of the normal functions and material frequently requires the invention and creation of procedures for which there is no direct precedent in government. Inasmuch as my work is problem-solving or creative in nature, there is little or no written material which I can use in guiding my work with possibly the single exception of the Agency directive on the preparation of staff studies.

Supervision and guidance received varies with the subject under study at any particular time. All work assignments are at the direction or with the concurrence of the Chief of the General Support Unit or the Chief, Administrative Staff (Special). A general method of attack may be directed by those supervisors or they may merely concur in or approve of a method of attack recommended by me. They may make suggestions as to individuals to interview or sources to explore in studying the problem but I am given and allowed considerable discretion in making such determinations and in developing and exploring other contacts and sources. I am expected to work with a high degree of independence and my direction is more of the nature of advice and guidance sought by me than directed by my supervisors. I report to my supervisors as progress seems to warrant or as requested. I may discuss with them additional problems encountered in information learned through exploration of the original problem. I prepare and submit completed staff studies to the Chief of the General Support Unit and the Chief, Administrative Staff (Special) for editing, comment and criticism. After thorough discussion and exchange of ideas, I prepare a final draft

for required action by the ADDA(s), DD/A or other authority. I work with all regulations in the Agency, recommending changes which appear necessary or desirable. I determine that which is within regulations, where they need change, and refer recommendations for change to the Organization and Methods Service for their follow-up action. I also have occasion to use Foreign Service Regulations, and Public Law.

Intermediate action following initial instructions is nearly always on my own initiative. Frequently the creation of a new policy or procedure is necessary requiring initiative, judgment and originality for solution. The best course of action is nearly always left to my discretion although often discussed with my supervisors before proceeding.

In the course of my work I am required to meet and discuss problems with Senior Administrative officials of the covert offices and the support staffs as well as the administrative personnel of the operating divisions. Often in the course of studies on procedural problems I am required to work with administrative personnel of all levels and familiarize myself with the technical aspects of the functions they perform.

I work independently as a member of ad hoc committees and as a member of a temporary working group or task force organized to attack a problem of concern to more than one segment of the Agency. While working with such groups, I am expected to represent the position of the AS(S) without deferring comment or decision for later determination by my superiors. In this connection, of course, I must assure myself that I am properly briefed and properly cognizant of the position which the staff assumes. I recommend, but do not determine, the format of the particular study presentation or the individual or organizational unit to which it is directed or addressed.